



Roads CIP Performance Audit

King County Auditor's Office

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Summary of Findings and Recommendations

- Many activities consistent with best practices

RSD needs to:

- Improve the consistency of analysis of potential projects
- Strengthen accountability of decision-making and program performance



I. Planning and Prioritization

- Best Practices include:
 - A policy framework guides CIP development
 - Program and project prioritization clearly documented



Planning and Prioritization - Findings

- RSD's policy framework guides CIP development
- Most CIP project categories have prioritization procedures, but some procedures are not published or nonexistent



Planning and Prioritization - Recommendations

- Complete development of program-wide performance measures and targets
- Document prioritization processes



II. Capital Project Management and Analysis

- Best practices include:
 - A systematic approach for economic cost-benefit evaluation
 - Project scope, schedule, budget and technical performance goals are monitored
 - Good information is provided to decision-makers and the public




RSD Activities Consistent with Best Practices in Many Ways

- Project manager leads a multi-disciplinary project team
- Project objectives determined
- Traffic/safety information analyzed
- Surrounding jurisdictions and other stakeholders included



Economic Analysis Findings

- Inconsistent and incomplete methods and assumptions used in economic cost-benefit analysis
- Absence of economic analysis guidelines



Project Performance Monitoring and Reporting

- RSD improving access to information
 - Extensive project information collected and maintained
 - Access available via Internet
- Absence of systematic analysis and reporting of project performance to decision makers and taxpayers



Capital Project Management and Analysis - Recommendations

- Develop guidelines for economic analysis:
 - Assumptions for key cost variables
 - Include operations and maintenance costs for major road projects
 - Weighting of project variables consistent and communicated
- Develop an approach to systematically report individual project and program-wide scope, schedule, budget information



III. Preserving Taxpayers' Investment in Roads

- Best practices include:
 - Minimizing lifecycle costs with a pavement preservation program
 - Analyzing the impact of different levels of investment in preservation
 - Documenting pavement preservation processes



Preserving Taxpayers' Investment in Roads - Findings

- RSD currently
 - has a pavement preservation program
 - does not analyze or present the impact of varying levels of investment in preservation
 - has incomplete RSD's program documentation



Preserving Taxpayers' Investment in Roads - Recommendations

- Analyze the impact of varying funding levels and deferred maintenance
- Complete documentation of pavement preservation project prioritization